

DEFENSE LOGISTICS AGENCY

JULY – AUGUST 2011

LOGLINES



WORKING WITHIN

**U.S. CENTRAL
COMMAND**

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from the **DIRECTOR**

Navy Vice Adm. Alan S. Thompson, SC, USN Director, Defense Logistics Agency

DLA's support to their operations. Response from warfighters and leaders alike was overwhelming – they consider DLA a critical partner for readiness.

Part of the reason DLA enjoys a positive reputation is because we've extended our reach all the way to the battlefield, where our team members serve alongside warfighters, providing vital reach-back capability to the full spectrum of the agency's logistics capabilities.

These active-duty, reserve and civilian team members staff our forward distribution depots and disposal yards and act on behalf of warfighters to speed resupply of critical spares and equipment.

Having our team members on the ground has meant DLA could pre-position carefully considered inventories at forward distribution centers to simplify the process for getting supplies to warfighters in Iraq and Afghanistan, reducing requirements for resupply by airlift. It has also let us

extend expeditionary disposal capabilities to forward operating bases so we can ease disposal requirements on these troops at the tip of the spear.

A newly opened theater consolidation and shipping point in northern Afghanistan has given us a joint, centralized capability for controlling troop-support commodities such as clothing and individual equipment, packaged petroleum products, construction material, and repair parts. The TCSP will also improve theater distribution for both U.S. and coalition forces by reducing cargo congestion and establishing a foundation for future redistribution and retrograde plans.

Changes to the mission in the U.S. Central Command area of operations will drive adjustments to DLA's workload, and we will continue to evaluate our capabilities to ensure they are positioned in key locations to best serve warfighters.

I extend my sincere appreciation to all DLA team members serving in the U.S. and at locations around the globe for their dedication, determination and willingness to serve warfighters. 

This summer marks a turning point for the Defense Department as our nation's leaders make the decisions that will determine the future U.S. presence in Iraq and how best to begin drawing down the coalition mission in Afghanistan.

These changes mean that, as the department's combat logistics support agency, the Defense Logistics Agency must continue to lean forward, using the lessons we've learned supporting warfighters in Southwest Asia to reshape our support to match the needs of the future force.

I traveled to Kuwait, Iraq, Afghanistan and Qatar in May to check in with our military partners and take the pulse of

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Cover photo illustration by Paul Crank / Original photo by Marine Corps Lance Cpl. Dexter S. Saulsbury



Continuous Engagement

Story by Beth Reece

When nearly 900 Defense Logistics Agency employees volunteered in March for deployment to U.S. Central Command, Army Col.

Michael Bird, the commander of DLA Central, was stunned and grateful.

"It blew me away that so many of our employees would willingly volunteer to leave their families behind and go in harm's way for six months," Bird said. "This should take the pressure off employees who've actually done four or five rotations."

Not every volunteer will get the opportunity to deploy, but Bird said those who do will continue the "herculean efforts" already made by DLA employees during the drawdown in Iraq and buildup of U.S. forces in Afghanistan.

"Some of our hardest work remains to be done. We've gotten over the hurdle of supplying large volumes of construction material for the surge, but you can't use the phrase 'leveled-out' to describe our work in Afghanistan; providing logistics in a landlocked country is a daily battle," he said. "And though we've been

wrapped up in the responsible drawdown of forces in Iraq for a while now, there's still a U.S. mission going on there that we need to support."

More than 300 DLA employees are on the ground in Southwest Asia assisting military customers, with large numbers in Afghanistan and Iraq and a smaller contingent in Kuwait. Customers depend heavily on their assistance to get commodities like food, fuel, repair parts and construction material since operations started in Iraq and Afghanistan, Bird said. But as the presence of U.S. forces in those countries shifts, warfighters and their leaders are putting pressure on the agency to increase distribution and disposition services.

"DLA Disposition Services is probably the biggest player in Iraq right now, but the demand for reutilization services and demilitarization is picking up in Afghanistan, where we have forces stretched out across the country," he said. "Disposition and distribution are our most demanded capabilities right now."

DLA answered the need for improved distribution throughout Afghanistan

in May with the opening of the Theater Consolidation and Shipping Point in the country's north, near Mazar-e-Sharif. The TCSP is a transshipping point for U.S. cargo going into Afghanistan via the Northern Distribution Network, a series of rail, road and water supply lines created to help bypass dangerous routes through Pakistan.

"The TCSP is designed to streamline those items that create the bulk of traffic tying up our distribution lanes and will allow us to prioritize items so we know what really needs to go forward to our customers and what can be held onto for a while," said Marine Capt. Shawn Harris, a joint distribution logistics officer for DLA Distribution.

Before the TCSP opened, DLA paid about \$2 million a month to commercial carriers to lease commercially owned containers to transport supplies throughout Afghanistan. Now, distribution process workers at the TCSP reconfigure and pack items in government-owned containers that cost the agency nothing.

"The savings we'll achieve by doing this will probably be exponentially more



As U.S. troops continue leaving Iraq, a small group of Defense Logistics Agency employees remains behind providing reutilization and demilitarization services.

— Photo by Air Force Senior Airman Perry Aston



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than \$2 million a month," Harris said. "I think we're going to see the benefits of this down the road when we talk about budgets and how much we actually pay contractors to do things that we could probably do a little more efficiently in combat theaters."

The facility will eventually become part of a larger logistics hub being planned by U.S. Central Command and U.S. Forces-Afghanistan, he added.

Soldiers unload supplies from a CH-47 Chinook in Jaghato, Afghanistan. The Defense Logistics Agency is improving distribution of supplies throughout the landlocked country with such facilities as the new Theater Consolidated Shipping Point in the north.

The TCSP is an extension of Distribution Depot Kandahar, which opened in July 2010 as an expeditionary depot and transitioned to a full-fledge depot in January. About 650 different types of items are stocked there, Bird said, and the number will grow as DLA determines which have the greatest demand.

Stocking material in theater helps reduce dependency on expensive strategic airlifts, but the challenge of delivering supplies over degraded roads in the country remains, he added. Officials are standing up the National Afghanistan Trucking Service, part of an effort by the U.S. government and partner nations to promote economic development in Afghanistan.

The growing military infrastructure throughout the country has also increased the need for more disposition sites where warfighters can dispose of unneeded equipment. Disposition yards are now open at Bagram Airfield, Kandahar Airfield and Camp Leatherneck, and another is being planned for construction near the TCSP in the north.

Placing disposition yards in close proximity to the agency's distribution sites, as they are in Kandahar, keeps customers from having to travel along dangerous roads to numerous locations for DLA services, Bird said.

"Disposition and distribution work off of each other because one has an



Army Spc. DeYonte Mosley

outward flow and the other has an inward flow. Army Materiel Command is also building a national maintenance facility in Kandahar. Having those kinds of industrial footings in one location will help us manage material more easily in the future."

Getting land to build such facilities is "bar none the hardest challenge" in Afghanistan, Bird continued, because it's either littered with mines or owned by farmers. The lack of real estate has even caused coalition forces to request the use of DLA's already-established disposition services.

"We're working right now with the Office of the Secretary of Defense to see if it's possible to do some form of coalition-partner disposition. It's difficult, and we've got to set a policy on what we can demilitarize and what we can't. But the reality is [that] Afghanistan is not Iraq. Space alone is going to drive us to consolidate activities," he said.

As DLA's work grows in Afghanistan, employees also remain in Iraq to complete a "multi-element undertaking," DLA Logistics Operations Director Army Brig. Gen. Lynn Collyar recently said in a written statement to the House Armed Services Committee.

Expeditionary disposal remediation teams there continue "clean sweep" operations, traveling to units' locations to assist with property identification and scrap removal. Other DLA members monitor demand patterns and adjust the procurement of supplies flowing into Iraq accordingly "to ensure readiness of the force without contributing to the amount of excess material," Collyar added.

Agency officials are also working with the U.S. Department of State as it prepares to assume leadership of the U.S. presence in Iraq in October.

Getting land to build these hubs is the toughest challenge due to mined areas and farms.

For example, contracts that DLA already has in place for food and fuel will be used to ensure uninterrupted support for the State Department, Collyar said.

Serving as what Bird called "the centerpiece between Iraq and Afghanistan" is a small team in Kuwait. The distribution site there pre-positions high-demand stock to quickly supply warfighters in the theater. One significant mission is that of the MRAP Sustainability Facility, which manages inventory to support Mine Resistant Ambush Protected vehicles.

"The world's biggest disposition yard is also in Kuwait, and the work there isn't slowing down. Units are still fighting in Iraq, so they're going to hold onto their equipment until the last minute," he said.

The progress DLA has made in Southwest Asia and the respect it's earned as America's combat logistics support agency wouldn't have been possible without the hard work of thousands of employees who've volunteered to serve on support teams throughout the region, DLA Central's commander said.

"You've got to love every one of these folks for what they do. They get there, and they work hard in very austere conditions," Bird said.

Dave Haulman, disposal operations program manager for DLA Disposition Region West, has deployed three times to Camp Arifjan, Kuwait. His most recent

six-month tour wrapped up in March. Although Haulman said his job was to oversee the disposition facility there, he often found himself directly servicing warfighters.

"Many times convoys would roll in at 11 at night, so I'd find myself out there actually receiving property. You get out there and get your hands dirty and help the team catch up. Everybody pitches in," he said.



Marine Lance Cpl. Seth Peikert observes supplies being transported via helicopter to Camp Leatherneck, Afghanistan. Customers at remote forward operating bases also rely heavily on the Defense Logistics Agency to supply fuel and subsistence.

Seeing the satisfaction on warfighters' faces when they scoured rows of excess equipment to find parts they needed to repair their equipment made the long days away from home worth it, Haulman added.

DLA Headquarters officials have been working with field activities to fill deployment vacancies across the agency's 18-month deployment plan. Those whose skills match current needs will help provide the best quality service to customers, especially in Afghanistan, where troops are currently scheduled to remain through 2014, Bird said.

"We don't know exactly when we'll start moving out," he said, "but there's still a lot more work for DLA to do in Afghanistan." ♦



Precious Metal

Story by Sara Moore

In the fast-paced operational environment of Afghanistan, military members can't afford to be slowed down by damaged, obsolete or otherwise unserviceable equipment. Throughout the country, a hard-working group of Defense Logistics Agency civilians, contractors and service members puts in long hours processing and disposing of unserviceable property so troops can focus on their missions.

DLA Disposition Services

Afghanistan runs three full-time disposition sites – at Bagram Airfield, Kandahar Airfield and Camp Leatherneck – and provides on-site assistance to 45 forward operating bases through its expeditionary disposal remediation teams. The mission is one that has always been fast-paced, especially during the troop increases of recent years, and is expected to become more intense after

A Defense Logistics Agency Disposition Services team member operates a scrap handler to crush steel and destroy unserviceable tactical vehicles at Camp Leatherneck, Afghanistan. Leatherneck is home to a DLA Disposition Services site that breaks down unserviceable equipment to provide clean materials to support the International Security Assistance Force.





Marine Staff Sgt. Theresa Seng



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Marine Staff Sgt. Theresa Seng

the decision is made to begin closing U.S. bases and draw down the number of troops there.

"Overall, the mission workload is very intensive, with personnel working long hours seven days a week," said Navy Cmdr. Alan J. Schmitt, officer in charge of DLA Disposition Services Afghanistan. "The environment is fast-paced. With turn-ins coming in on an hourly basis, there is no time for delays or our workload will quickly stack up."

Schmitt's team includes 19 civilians, 24 military members – who make up the expeditionary disposal remediation teams – and 67 contractors. In the contingency environment of Afghanistan, their primary role is to demilitarize and dispose of unserviceable equipment.

"Our mission is extremely important," Schmitt said. "Bases and units generate a lot of unserviceable property, and space is at a premium. The limited space available is very valuable and is greatly needed for sustainment needs in support of the warfighter. Bases need to quickly get rid of unserviceable property before it builds

up and takes away valuable space and becomes unmanageable."

Shipping all that scrap property – the site at Camp Leatherneck alone removed more than 1,600 tons of scrap material in fiscal 2010 – back to the U.S. would be impractical and expensive, so DLA Disposition Services sites in Afghanistan sell the majority of the scrap to local contractors. Before materials are released, disposition personnel ensure the items have been properly demilitarized lest they fall into the wrong hands.

Chris Harris, chief of the Leatherneck site, said he enjoys a good working relationship with the local scrap contractor, but all the equipment moving through the site still needs to be thoroughly demilitarized before it's sold as scrap. The site deals primarily with battle-damaged military vehicles, including Mine Resistant Ambush Protected vehicles, so his team is especially vigilant in ensuring none of the scrap material can be used against U.S. forces.

"The protection of the United States' national security interests is of utmost

Debris is shredded at the DLA Disposition Services lot at Camp Leatherneck. The site removed more than 1,600 tons of scrap material in fiscal 2010.

importance, ensuring we do not jeopardize these interests by properly demilitarizing and mutilating equipment [and] property and removing and destroying all offensive and defensive applications so they cannot be used against our warfighters on the frontlines," Harris said.

Besides the obvious items that could be used against U.S. forces, like military vehicles and weapons systems, there are also other items that people may not realize could be dangerous, Harris said. He noted that water tanks or other containers and even things like the timers from washing machines can be used for improvised explosive devices.

The site at Leatherneck became active in August 2010 and since then has seen a steady increase in the volume of work, Harris said. The site supports many forward operating bases, so he said he expects to become even busier in the coming months as units prepare to

redeploy from the country.

Another of the DLA Disposition Services sites that opened within the past year was the site at Kandahar Airfield. That site became active in December and has been working full-tilt to process and dispose of damaged equipment while also establishing its presence and infrastructure.

Air Force Capt. Teresa Hernandez, the officer in charge of the Kandahar Disposition Services site, said that since she arrived in February, she has been working on expansions and improvements to the disposition yard, like a new administrative building and four new concrete pads to sort and separate scrap metal. At the same time, her team has been very active in working with forward

DLA Disposition Services Afghanistan provides critical support to U.S. forces with the disposal of unserviceable equipment. The three full-time DLA Disposition Services sites process and dispose of damaged equipment and provide on-site assistance to forward operating bases, ensuring warfighters can continue their missions.

operating bases through the expeditionary disposal remediation teams. Those teams travel to outlying bases and assist with the proper disposal of excess and damaged material.

When she first arrived, Hernandez said, the nearby FOBs had a lot of unserviceable material and no way to get rid of it. Through the work of her EDRT chief, much of that scrap has been cleaned up, preparing the bases for the inevitable withdrawal of forces.

"When it comes time for us to move out, we're not going to leave all this unserviceable property behind," Hernandez said. "So we're going to help out the environment and help out the warfighters by keeping their FOBs clean."

As the Kandahar site becomes more established and the U.S. mission in Afghanistan evolves, Hernandez and her team have to stay flexible, she said. Her team members are undergoing training to oversee hazardous waste removal at specified locations, including recently completed contracting officer's technical



A DLA Disposition Services team member operates a plasma cutter, which slices through steel and destroys unserviceable tactical vehicles, at Camp Leatherneck. The site, one of three in Afghanistan, deals primarily with battle-damaged military vehicles.

representative training.

Flexibility and adaptability are key themes for DLA Disposition Services throughout Afghanistan, Schmitt said. In addition to changing workloads due to troop increases or withdrawals, DLA Disposition Services personnel have to deal with challenges such as transportation delays, severe weather and external issues affecting staffing. Through it all, however, DLA Disposition Services Afghanistan is accomplishing its mission of overseeing the proper turn-in and disposal of unserviceable property.

"Overall we've had a great team effort among DLA Disposition Services civilians, military and contractors to enable us to achieve continued mission success," Schmitt said. "DLA has some of the most dedicated and knowledgeable professionals that you'll find in the [combined/joint operations area], and they can definitely be proud of what they have accomplished." ♦



Marine Cpl. Michael Augusto



WORKING WITHIN U.S. CENTRAL COMMAND

Army Sgt. Kathryn McCalment





Lifelines

Story by Sara Moore

As the wars in Iraq and Afghanistan and operations throughout the rest of the Middle East have continued through the years, one constant has been troops' need for lifesaving medical equipment and supplies. The Defense Logistics Agency has been there every step of the way, partnering with the services to ensure supplies are forward-positioned and ready when troops need them.

DLA's medical support to the U.S. Central Command area of operations includes the full range of medical commodities, from vaccines to surgical items to major equipment like CT scanners, said Army Col. Alex Zotomayor, chief of the Medical Operational Customer-Facing Division at DLA Troop Support.

In the early days of the war in Afghanistan, it became clear that distance would be a big challenge in getting medical supplies to troops quickly, Zotomayor said. To overcome that challenge, DLA partnered with the U.S. Army Medical Materiel Center-Southwest Asia, which was established in 2002 and designated the theater lead agent for medical material for USCENTCOM in 2006. TLAMMs, as they are called, are the military service activities that serve

The Defense Logistics Agency partners with the U.S. Army Medical Materiel Center-Southwest Asia to provide medical supplies to U.S. Central Command troops like this Army medic drawing blood from an Afghan villager at a free clinic at Bagram Airfield's Korean Hospital.



WORKING WITHIN U.S. CENTRAL COMMAND

as the central point of contact for medical logistics support for a combatant command, he explained.

USAMMC-SWA and DLA enjoy a unique relationship, said Army Lt. Col. Kevin Cooper, the center's commander. Through a performance-based agreement between Office of the Deputy Chief of Staff of the Army for Logistics, DLA and the Army Surgeon General, USAMMC-SWA and its counterpart TLAMMs operate within the DLA Defense Working Capital Fund.

"This strategic partnership between the Army and DLA reduces [Defense Department] supply chain infrastructure and facilitates responsiveness to the theater health service system," Cooper said.

Operating within the Defense Working Capital Fund means that USAMMC-SWA is able to better manage inventories, workload and cost control, making DLA more responsive to its customers' needs, Zotomayor said. The inventory managed by USAMMC-SWA is owned by DLA but is distributed by the Army, he noted.



Photo courtesy of USAMMC-SWA

"It makes us more responsive and allows us to have quicker customer deliveries to the warfighter," he said. "USAMMC-SWA acts as a DLA depot for our medical material. We own it, and it's forward positioned for more responsive and quicker delivery times."

Because USAMMC-SWA is forward-deployed to the USCENTCOM area of responsibility, it is able to provide round-the-clock medical logistics support, deploy customer assistance teams on a moment's notice, and take advantage of both commercial and military air distribution assets, Cooper said. The command primarily supports troops in the field in Iraq and Afghanistan, as well as medical treatment facilities throughout the USCENTCOM's AOR. However, its customer base also includes more than 280 active customers, including medical units in Kuwait,

the United Arab Emirates, Kyrgyzstan, Bahrain, Oman, Yemen and Pakistan.

In the past year, USAMMC-SWA's sales totaled \$146 million, with an average of 675 daily transfer orders and 605 average daily sales orders, Cooper said. The command manages more than 2,600 lines of critical medical supply items. For items that USAMMC-SWA doesn't stock, it reaches back to its partner unit, U.S. Army Medical Materiel Center-Europe, in Germany, which operates in the same supply chain framework and can fill in the gaps for timely delivery to warfighters in the field.

To fill its customer requirements, USAMMC-SWA uses the Theater Enterprise Wide Logistics System, a state-of-the-art enterprise resource planning system that provides instant data-sharing and standardization of globally recognized business practices.



Medical supplies, like these at the Kandahar Regional Military Hospital in Kandahar, Afghanistan, are critical to U.S. troops in the USCENTCOM area of responsibility. DLA provides these supplies and equipment through a partnership with USAMMC-SWA.

This system processes all the orders that come from the various ordering modules customers use, Cooper said. Customer requests are pulled, packed and shipped daily, and the command works with USCENTCOM to ensure timely delivery through a mixture of commercial and military air transportation.

“Whether hazardous material, temperature-sensitive medical products, general cargo or controlled items, USAMMC-SWA provides responsive support to its joint customers, usually with a two- to four-day response time,” he said.

But USAMMC-SWA does more than just deliver medical supplies. Its proximity to its USCENTCOM customers allows it to offer a host of other services, Cooper said. The command sends customer assistance teams across the region to address specific medical supply or maintenance issues. In addition, the command’s forward repair activity medical team, made up of medical maintenance professionals with expertise in laboratory, pulmonary and imaging equipment, provides on-site support for training or technical issues. USAMMC-SWA also assists in developing and coordinating medical supply chain planning for USCENTCOM and has a cell responsible for the inventory, tracking, recycling and maintenance of patient movement items, which are equipment and supplies needed to support patients during aeromedical evacuations.

As the U.S. presence and missions in the USCENTCOM AOR have shifted over the years, DLA’s and USAMMC-SWA’s missions have shifted slightly, Zottomayor and Cooper said. Cooper noted that since its establishment, USAMMC-SWA has been able to reduce its footprint while

Army Pfc. Brandon Landon, a medic with Headquarters and Headquarters Company, Task Force Destiny, checks a patient’s blood pressure at Kandahar Airfield’s revamped Consolidated Aid Station in Kandahar province, Afghanistan. Medics in the USCENTCOM area of responsibility rely on DLA for medical supplies and equipment to perform their mission.

providing the same high level of support to customers. Although troops have pulled out from Iraq, Zottomayor said, there is still a U.S. presence throughout the region and medical logistics support is still critical.

“It’s just basically a shift as far as

workload,” he said. “Stuff going into Iraq is decreasing, and eventually stuff going into Afghanistan will decrease too. But as long as we have a military presence in the CENTCOM area of operations, our TLAMMs will continue to support with medical material.” ♦



Army Spc. Tracy Weeden



Multi-focus Support

Story by Jonathan Stack

While U.S. warfighters focus on their missions in Iraq, Afghanistan and other parts of the globe, Defense Logistics Agency Troop Support focuses on supporting them in those missions.

DLA Troop Support provides food, clothing, textiles, medicines, medical equipment, and construction supplies and equipment, enabling service members to achieve their missions in U.S. Central Command's area of responsibility.

One of the items DLA Troop Support is supplying is a new uniform for Soldiers in Afghanistan, the Operation Enduring Freedom Camouflage Pattern uniform.

"It ... provides better camouflage," said Dave Farrell, DLA Troop Support Organizational Clothing and Individual Equipment Customer Facing Division chief. "It's only issued and authorized in Afghanistan."

The Army selected the new camouflage pattern after various tests and studies determined the Army Combat Uniform didn't provide the maximum possible concealment in Afghanistan's terrain.

The OCP product line includes the

The Army selected the Operation Enduring Freedom Camouflage Pattern uniform after service officials determined the Army Combat Uniform didn't provide the maximum possible concealment in Afghanistan.

— Photo courtesy PEO Soldier

uniform and several accessory items Soldiers wear, like cold weather gear and Kevlar helmet covers.

The Army won't be the only service wearing this new pattern, Farrell said.

"The Air Force has asked the Army [for] permission to use it," he said. "Any Air Force unit being sent to Afghanistan is also being issued [the new uniform]."

The Army began fielding the OCP uniform in July 2010, after deciding to do so in February of that year, he said.

"The Army early on bought their own uniforms and did their own fielding, ... but we've been coordinating with them since the beginning," Farrell said. "The Army has some of their own contracts that are finishing up, but we have contracts with several different contractors that are providing between 50,000 [and] 60,000 uniforms a month."

He said this initiative was accomplished because of the good planning and hard work of DLA Troop Support's contracting and planning team and coordination with the Army.

"It's been a real good effort between DLA and the Army to make it happen," he said.

DLA Troop Support will continue to provide uniforms through the Army Direct Ordering program, which DLA Troop Support manages, he said.

ADO is a Web-based ordering service run by DLA Troop Support. DLA partnered with the Army to develop ADO to replace uniforms for Soldiers deployed to the USCENTCOM region.

It is accessible through Soldiers' Army Knowledge Online accounts and gives customers in such locations as Iraq, Afghanistan, Qatar and Kuwait the option to order more than 50 uniform items and accessories, ranging from ACUs to physical fitness uniforms.

During a conference earlier this year that focused on improving supply chains and procurement of military equipment in Afghanistan, Army Command Sgt. Major Otis Cuffee, DLA's command senior enlisted leader, discussed the ADO program with other senior Army enlisted leaders. He said he got a lot of positive feedback about the ADO program.

"The Soldiers are overly joyous about the support coming out of [ADO]," he said.

DLA Troop Support also provides steel to support Army Corps of Engineers projects in Afghanistan.

Navy Petty Officer 2nd Class Ace Rheadme



"We're doing a project for the Afghan national security forces to provide steel for the construction of facilities for them," said John Cuorato, DLA Troop Support Construction and Equipment customer operations director.

DLA Troop Support helps procure quality materials for building structures. The Army Corps of Engineers has long been involved with the construction of the large corrugated metal buildings used as temporary industrial facilities.

"We started doing our market research in December 2010. [In] January 2011, the Corps submitted their requirements, and we placed our first order in

Sailors run a steel pick through an Ultimate Building Machine on a building project at Camp Leatherneck, Afghanistan. DLA Troop Support is providing steel like this to support Army Corps of Engineers projects in Afghanistan.

March 2011," Cuorato said.

The Army Corps of Engineers initially purchased about \$14.2 million worth of steel, he said. In the beginning of April, the Corps submitted a request for an additional \$15 million worth.

"[The project] is going well," Cuorato said. ♦

Editor's note: This article contains information from previous DLA Today articles.

Army Sgt. Christopher Klutts

DLA Troop Support supplies the Operation Enduring Freedom Camouflage Pattern uniform to Soldiers in Afghanistan. The Army began fielding the OCP uniform in July 2010.





A Taste of Home

Story by Janeen T. Poulson

Where's the beef? That was the question asked by many American troops stationed at Kandahar Airfield, Afghanistan. Unaccustomed to the European fare served at dining facilities throughout the installation, troops desired menu options that would be pleasing to the palate and remind them of home.

Janeen T. Poulson is a writer for DLA Troop Support.

Defense Logistics Agency Troop Support heard the requests and partnered with NATO's Maintenance and Supply Agency to completely overhaul the menus.

"Over time, more and more U.S. military were eating in NAMSA-run dining facilities in Kandahar," said Richard Faso, director of DLA Troop Support Subsistence customer operations. "U.S. military eating there wanted to eat like the rest of the U.S. troops [on other installations] in

Afghanistan, and their complaining ultimately led to the change."

DLA Troop Support Subsistence provides all the food U.S. troops consume by using a wide network of acquisition personnel, supply managers, technical professionals and quality controllers. The supply chain uses a variety of acquisition techniques to procure customers' requests. One such procurement strategy used is the prime vendor program.



Implemented in 1993, the subsistence prime vendor program uses commercial distributors to deliver a variety of food items and beverages to customers in a specific geographical region. A supplier, or prime vendor, is responsible for the procurement, storage and transportation of food to various areas. Through this program, U.S. troops are able to receive fresh fruits and vegetables, meats, poultry, fish, and just about every other item that can be purchased in an American grocery store.

NAMSA chose to use the prime vendor program to facilitate the menu changes at dining facilities on Kandahar Airfield.

"The types of food catered more to the coalition units that were serving on Kandahar," said Army Maj. Jason Fairbanks, operations officer for the Defense Logistics Agency Support Team, Kandahar detachment. "[Former] menu

choices included roast lamb, pot roast, lentil salad, fresh fruits and vegetables, and European cereal choices. Desserts included cobblers, rice pudding, soft serve ice cream, etc."

Fairbanks, deployed to Kandahar for the past six months, uses the DFAC daily and has been there for the menu renewal. The food that was served is the same quality as the food back at home, he said. The only difference is the transition to more American food choices.

The short-order bars in most DFACs now have options like pasta, personal pizzas, onion rings and chicken nuggets, which Fairbanks said are immensely popular with young service members. Other new menu selections include ribeye steaks, southern fried catfish, pepper steak and roast turkey, to name a few.

"My favorite food is Cajun, and I was surprised to see jambalaya on the

menu, with authentic andouille sausage," Fairbanks stated.

The biggest impact of the new menu was the addition of Baskin-Robbins ice cream, he added. For weeks leading up to the transition, general officers constantly asked him when the Baskin-Robbins ice cream would be available on the new menu.

The first deliveries of the new menu options began in early February. By April 1, troops deployed to Kandahar were enjoying a taste of home.

"We have heard that the change has been positive," Faso said. "Troops are making their way to these dining facilities now, since they are serving Americanized food."

All menu changes in Kandahar are complete, and troops are feasting on the types of meals they desired, Faso said. DLA Troop Support officials are now working with NAMSA to begin a similar transition at facilities in the Kabul area. ★



Deployed troops and civilians eat lunch inside the Niagara dining facility at Kandahar Airfield, Afghanistan. The Niagara is one of four dining facilities on Kandahar that changed their menus to serve more American-style food.

— Photo by Air Force Staff Sgt. Stephen Schester



WORKING WITHIN U.S. CENTRAL COMMAND

SUSTAINING THE MRAP



Army Spec. Howard Alperin

Story by Beth Reece

Richard Curry trusted his life to a Mine Resistant Ambush Protected vehicle in 2008. Deployed to Ramadi, Iraq, as commander of 37th Infantry Brigade Combat Team, he and his Soldiers relied on the newly fielded vehicle during combat patrols and convoy escorts, while insurgents, as they had for years, continued attacking U.S. forces with small-arms fire, large-caliber machine guns and explosives.

"I know this much, the MRAP gave my Soldiers the protection they needed to accomplish the mission and return home to their families. My own crew was engaged and took fire from crew-served weapons and [improvised explosive devices], and if not for the MRAP, I'm not sure I'd be here today," Curry said.

He has since retired from the Army, but Curry so believes in the lifesaving power of the MRAP that he now works for Defense Logistics Agency Land and Maritime as a contractor with Cherokee Information Services and the senior program analyst for the MRAP program.

The Defense Department prioritized the fielding of MRAPs to units in Iraq and Afghanistan in 2007. Designed to shield occupants from enemy attacks, MRAPs come in 52 variants. The most recent is the MRAP All-Terrain Vehicle, or M-ATV, a smaller, lighter version that allows troops to travel off-road over Afghanistan's rugged terrain.

DLA manages more than 40,000 line items for the MRAP and stocks about 25,000 of them, said John Dreska, DLA Land and Maritime MRAP program

Army Spec. Joshua Tisdale, a mechanic with 1st Cavalry Division, hooks up wires to the starter while installing a new engine on a Mine Resistant Ambush Protected vehicle in Iraq. The Defense Logistics Agency manages more than 40,000 line items for the MRAP.

manager. Dreska heads a team of 120 government employees and contractors whose sole priority is to support repair-parts sustainment for more than 13,000 MRAPs fielded in Afghanistan and about 1,500 used for predeployment training in the United States.

"[In one week in May] alone we shipped more than \$16 million in parts to support MRAPs. And since January 2007, we've shipped over \$1.7 billion in parts," Dreska said.

Weekly support of the M-ATV alone, he added, averages from \$3 million to \$4 million, with a high of more than \$7 million in a week.

HIGH READINESS RATES

Readiness levels for MRAPs in Afghanistan have remained at 94 percent for more than a year, a feat Dreska and Jeff Gamber, deputy MRAP program manager, attribute to DLA's early involvement with the MRAP Joint Program Office. That office is headed by Marine Corps Systems Command in Quantico, Va. DLA and the JPO also work closely with six original equipment manufacturers responsible for producing MRAPs, including Oshkosh Defense and Navistar Defense.

"We got engaged in supporting life-cycle management of the MRAPs before provisioning even started," Gamber said. "Normally, DLA doesn't get involved until after the program management office has provided us a list of parts and asked us to buy the inventory. But in this case, we were buying parts to support the rapid rollout of MRAPs at the same time original equipment manufacturers were shipping them to customers."

DLA Logistics Information Service has also contributed to high readiness rates by assigning a national stock



WORKING WITHIN U.S. CENTRAL COMMAND

number to each MRAP part so customers can easily order them through standard supply systems, Dreska said. And customers' orders are quickly packed and shipped by distribution process workers at DLA Distribution facilities in Susquehanna, Pa., and Red River, Texas.

"And from day one, we've had our guys embedded with the warfighter in theater to attend maintenance meetings and provide on-the-ground support," Dreska said.

In Afghanistan, the five-member MRAP Surge Team is spread throughout Bagram and Kandahar airfields and Camp Leatherneck, where members work with nine regional support activities to help

Marines with 8th Engineer Support Battalion, 1st Marine Logistics Group, travel in a convoy of Mine Resistant Ambush Protected vehicles through a bazaar in Marjah, in Helmand province, Afghanistan.

solve logistics issues before they become major problems, he added.

Duane Gross, a weapons system support manager from DLA Land and Maritime and team leader for the support team in Afghanistan, supports the 401st Army Field Support Brigade at Bagram Airfield. Most of the work he does involves arranging spare-parts support for battle-damaged vehicles.

Most battle-damaged MRAPs are repaired within one or two weeks, Dreska said, because DLA stocks high-demand parts at DLA Distribution sites in Kandahar and Kuwait.

"If they've got all the parts they need, they can have the vehicle back up in 15 days. The goal is to have all the vehicles back up within 30 days," Gross said, adding that he rarely hears a customer complain about missing parts.

BATTLE DAMAGE

Rugged terrain and improvised explosive devices have wreaked the most havoc on MRAPs. Damage to an MRAP variant called the Cougar, used primarily by the Marine Corps, required DLA to supply new axle and suspension kits. Dreska's team and DLA Distribution's James Whitney worked with vendors and David Harris, deputy commander of DLA Distribution Susquehanna, to get about 88,000 parts shipped to Susquehanna. From there, they were shipped to a contractor for kit consolidation and airlift.

"DLA Distribution Susquehanna did an outstanding job expediting these urgent shipments from the vendor to Force Protection Inc., performing the work directly on the dock with turnaround times of less than a day," Whitney said.



Marine Sgt. Brandon M. Owen



The kits contain all the repair parts needed, Dreska added, so mechanics only need to attach the suspension and wire it. "Then the vehicle is off and running again."

Demand is also rising for rocket-propelled grenade protection nets for M-ATVs. The Kevlar nets are used as add-on protection to stop RPGs from penetrating the vehicle's armor.

"We worked with the MRAP Surge Team in Afghanistan and the manufacturer to forecast the need for parts for these nets. We then bought the items and stocked them," Dreska said, "Now we're seeing increasing demands as nets are torn and as supply support activities begin stocking the parts locally."

If vendors raise prices for specific parts too much, Dreska's team will turn to the Rock Island Arsenal Joint Manufacturing and Technology Center in Illinois for help manufacturing the item in-house. For example, the center is currently building turret mounting plates for MRAPs because DLA had problems getting a reasonable price and delivery time from the original manufacturer.

"Rock Island Arsenal has projects on almost all the armor assemblies used on MRAPs. They've proven to be a valuable asset in our effort to achieve 10 percent cost reductions," said Laverne Johnson, of DLA Land and Maritime.

Military units are so concerned about the sustainment of MRAPs that Dreska said his staff gets frequent requests for information before units deploy.

"It's a real testimony that we know the units we're supporting before they even deploy to Afghanistan," he said.

"Just before the 310th Expeditionary Sustainment Command went downrange recently, they invited me to come out to Fort Benjamin Harrison, Ind., and brief them on the types of support we provide. That's something you just didn't see in the past. We also hosted the leadership team of the 4th ESC at DLA Land & Maritime before they recently deployed. Face-to-face exchanges go a long way toward building relationships over such great distances."

The collaboration between DLA's primary-level field activities, manufacturers, the joint program office and service components is also proof that defense and industry representatives are committed to saving warfighters' lives, Dreska continued.

"The fact that we've worked together on every single issue that comes up, whether it be a distribution issue or a stock issue, is incredible," he said.

Army Brig. Gen. Darrell Williams, DLA Land and Maritime commander, said that cooperation is significant.

"This team effort to provide for the best possible protection for our troops is simply

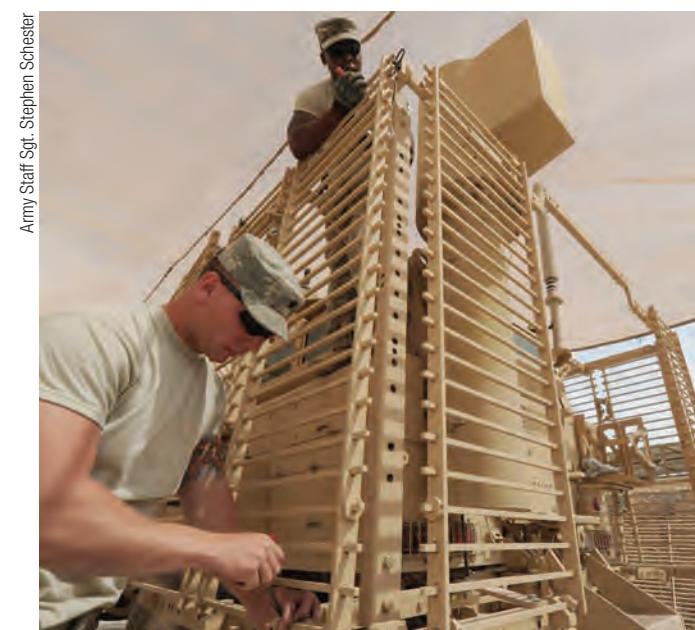
Army Spc. Brian Graves (left) and Staff Sgt. Robert Scott of 8th Engineer Battalion connect armor to a Mine Resistant Ambush Protected vehicle at Kandahar Airfield, Afghanistan. The Defense Logistics Agency works closely with customers and manufacturers to forecast the need for MRAP parts and quickly source them.

A Soldier drives a Mine Resistant Ambush Protected vehicle during a convoy escorting local resupply trucks in Afghanistan. The MRAP is designed to shield occupants from enemy attacks, and readiness levels have remained at 94 percent for more than a year thanks to the efforts of DLA Land and Maritime.

amazing," he said. "I'm proud of the part our MRAP team in the DLA enterprise plays in this process."

According to a September 2010 story in USA Today, nearly 80 percent of roadside bomb attacks on Humvees from January 2009 through the end of July 2010 killed one or all of the occupants. The figure dropped to 15 percent for attacks on MRAPs.

"MRAPs save lives every day," Curry said. "Providing everything Soldiers need to keep MRAPs fully mission capable is our job, and we take it very seriously." ♦



A Conversation with ...

Col. Michael Bird

DLA Central Commander Discusses Recent Logistics Developments in Southwest Asia

What are some of DLA's new programs in Afghanistan to provide better support to troops in combat?

We've had a few big initiatives in Afghanistan over the past year. One that has just recently reached initial operational capability is the Theater Consolidation and Shipping Point, or TCSP. About a year ago, we were approached to see what we could provide at the operational and strategic level to help in the area of distribution, because our ground lines of transport were flooded with a lot of material and containers.

One important core competency of DLA Distribution is the TCSP. It allows us to take in material in commercial shipping containers and transfer it to government-owned containers that won't incur any detention fees. This also allows us to get positive control of what we have. It provides a clearinghouse of sorts where we

Defense Logistics Agency Photo



Army Col. Michael Bird

can validate that the addressee is still in theater and still requires the material before we move it on to its ultimate destination.

We obtained the necessary real estate near Mazar-e-Sharif in the north, because there is an increasing amount of material coming in through the Northern Distribution Network. It is initially staffed by government employees, but it will eventually

be government-managed and contractor-operated. It will have an open yard that has material flowing in and out to help the equilibrium and velocity of supply movements on the ground lines of communication. We believe this will be extremely beneficial to our troops in Afghanistan. Up to now, the nearest similar operation was at Distribution Depot Kuwait, Southwest Asia, or DDKS.

A second significant enabler is the facility that started with our Defense Distribution Expeditionary Depot, or DDED. This is a deployable depot that can be set up in an austere environment to provide a warehouse capability close to the war-fighter. Once the DDED got the operation started, it evolved into Distribution Depot Kandahar, Afghanistan, DDKA, which is a more enduring operation. They're now building a permanent warehouse right there in Kandahar, near our new disposition yard.

We also have a helium transfill facility there, and Army Materiel Command is going to build a maintenance facility in the same vicinity. Having all of those in one place will definitely result in some synergy.

The third initiative is what we're doing for the Afghan national security forces. We're providing materials to the U.S. Army Corps of Engineers for the construction of numerous new facilities. The rolled steel and other construction items will be used to build Afghan national security forces bases throughout the country. That's of huge importance because it gives them increased capacity to assume more responsibility for their own security.

Navy Vice Adm. Alan Thompson, DLA director, recently put out a call for the agency's civilian workforce to volunteer for deployments, many of them to this area of responsibility. How crucial are those civilians in making sure DLA has the number of boots it needs on the ground to support warfighters?

The bottom line is deployed DLA team members are the glue that's holding it all together. The way that DLA has really shown its colors in the past couple years is by virtually getting into the foxhole with the warfighter. Without the civilians who volunteer to do these things, we'd be undermanned. They're the center

of gravity, working through the warfighters' problems. They're coaching and mentoring warfighters to track items through the supply chain while ensuring that we get their requirements right. We just really couldn't do what we're doing without them. The resounding response to the director's call shows you how dedicated the DLA workforce is, knowing those places are austere and very dangerous. To volunteer for something like that is phenomenal.

How did increasing the number of disposition hubs in Afghanistan from one to three enhance DLA's ability to assist warfighters in shedding damaged or unneeded equipment?

In the beginning of our presence in Afghanistan, we were only in Bagram. That's where our first disposition yard was located on a very small piece of land. We now provide disposition support in almost all of the regions in Afghanistan, with the yard in Bagram serving two regions, the east and the area around the capital. Putting two DLA Disposition Services yards in the south has been huge. There's one right at the tip of the spear at Camp Leatherneck with the Marine Corps, along with the one I already mentioned at Kandahar. Having multiple disposition yards gives us operational flexibility

and is a force protection measure because it keeps people off the roads. When we only had one location, people frequently had to travel over long distances. This expanded service takes those people off hazardous roads that are susceptible to the enemy's improvised explosive devices. Another important disposition capability is getting our people out to forward operating bases and mentoring warfighters on how to give equipment back or demilitarize it.

What were some of the challenges associated with the DLA Disposition Services' mission to sort through eight years' worth of equipment in Iraq and decide what to keep and what to get rid of?

The good news is that they had disposition yards established early on in Iraq. The challenge is not to rush. The chain of command of U.S. Forces – Iraq is really enforcing supply discipline. They're making sure that what's coming in to us is coded correctly. Something shouldn't be coded unserviceable when it's something we could get out to someone else to use. If it's not coded correctly, it eats up more time and effort hunting down someone with expertise on a particular piece of equipment. We don't want to needlessly destroy something.

One of the big leaps we're making is a newsletter in Kuwait that proffers up items to those

A Conversation with . . .

who could use them. We know there are two nations out there where we've done nation building – Iraq and Afghanistan – and others we work with that can use some of this equipment to help their countries and their security forces.

With that mission largely complete, what are some of the other areas DLA is focusing on in Iraq?

We're focusing on a huge inter-agency mission. When the State Department takes over, we want to provide some great enablers and our core competencies. We've been directed by the Office of the Secretary of Defense to provide that for the State Department. We'll be providing subsistence, energy and disposition services to them for at least the first year after U.S. forces leave. We will stand them up in a logistics posture so that, after a year, they will have the contracts in place to do it on their own.

The Department of Defense will not just leave in December and say, "Okay, it's yours." We're trying to do a "left seat, right seat" transition with State so they can have all the necessary pieces in place and we can find any bugs and work them out before we leave. The State mission there is extremely important, and we need to be at their side to help as much as we can.

When the time comes, what are some of the lessons learned from the drawdown in Iraq that will be valuable in Afghanistan?

The expeditionary disposal remediation teams and their ability to get out and be eyes and ears for disposition, coaching guys to do the job right and seeing what they have, have been hugely successful. I think one of the lessons we've learned is that we had redundant capabilities in Iraq with different entities doing similar things. We're probably not going to have that ability in Afghanistan because of space and real estate constraints. We're going to have to evolve into locations that do multiple activities because of space. We're learning that you've got to start early. Equipment has to start flowing into depots to be reset. One thing we don't want is to have aircraft and vehicles "dead-heading," or coming back empty. There's been a big push to find that valuable space to use for things we can get out now.

Warfighters are stationed throughout the region, not just in Afghanistan and Iraq. How does DLA make sure they have what they need to live and work wherever they are?

We have multitalented individuals – warfighter support representatives, or WSRs – who we try to sprinkle throughout other countries. These WSRs are permanent party. Although their initial tours are one to two years,

we are often able to keep them longer. We have one in Qatar that services that country. He's only one person, but he supports numerous organizations there, including Al Udeid Air Base and Camp As Sayliyah. We also have one in Bahrain at the Naval Support Activity. The Navy's 5th Fleet, the most permanent U.S. military presence in the region, is there. Representatives from DLA Energy, DLA Distribution, DLA Disposition Services and DLA Troop Support are also there. And finally, even though we have had a DLA support team in Kuwait for the duration of Operation Enduring Freedom, a warfighter support rep is also positioned there for the long term.

Is there anything else you'd like to talk about?

It's really all about teaming, partnering and collaborating with each other across the DLA enterprise. DLA is quite large, but there's nothing better than being forward in a tactical position and knowing you can reach back to 27,000 people you can depend on to stop what they're doing and help you day or night. That's a great feeling. Even here in [U.S. Central Command Headquarters, in Tampa, Fla.] knowing I can reach out to any of the primary-level field activities and get what I need is a great feeling. ♦

DLA Distribution Hill, Utah, Works to Complete BRAC Goals

Officials at DLA Distribution Hill, Utah, are consolidating existing warehouse space and converting unused processing areas into storage space to meet goals set forth by the 2005 Base Realignment and Closure legislation.

"Prior to BRAC, the upper processing level of the warehouse was used primarily for the receipt of material, packaging of material, and office space," said Kyle Swaner, a distribution facilities specialist at DLA Distribution Hill. "Much of the conveyor and other systems used to process the material were not being used to their greatest potential."

BRAC projects at Hill included tearing out and removing unused conveyors, reconfiguring and consolidating the receiving process and packaging area, installing a streamlined overhead conveyor system, installing a new dimension and weigh system, removing several old break rooms, and constructing a single multi-purpose break and training room. It also included installing new pallet and package racks, and installing energy efficient lighting in the rack locations.



The reconfiguration and consolidation resulted in the availability of about 56,000 more square feet, including about 34,000 square feet for pallet racks, 7,500 square feet for package racks, and 15,000 square feet for a walk-to-pick area.

"The walk-to-pick area houses small, fast-moving items and is adjacent to the receiving and packing area, which maximizes efficiencies in storage and distribution of these items," Swaner said.

The new overhead conveyor system allows the entire area to be connected without taking up valuable floor space and eliminates the need to walk an item from one area to the next.

"Centralizing storage with the other distribution functions will allow us to generate 70-80 percent of our daily issue workflow from the same building," Swaner said.

— Jessica Roman
DLA Distribution Public Affairs

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SHORE TO SHIP

Story by Jonathan Stack

Think of them as the Navy's personal overnight delivery service. Defense Logistics Agency Distribution's material processing centers located across the globe sort and stage material destined for Navy ships.

MPC employees break the material down by storeroom or other delivery locations on a ship prior to delivery.

"If an item is earmarked for a storeroom, we'll have it broken down by storeroom, and if it's earmarked to be turned directly over to a division on the ship, then we break it down in that manner," said Tim Bailey, manager of the largest MPC in Norfolk, Va.

DLA Distribution's management of this function alleviates work for Sailors, said Dave Olenick, a DLA Distribution supply management analyst.

"When they get back from overseas deployments, they can spend more time with their families and perform other tasks aboard ship," he said.

It also allows DLA to provide a critical customer service to the Navy, Bailey said.

"That customer service allows Sailors to perform other missions," he said.

DLA Distribution MPCs combine

A helicopter delivers supplies to the amphibious assault ship USS Essex. DLA Distribution material processing centers break material down before being delivered to ships.

— Photo by Navy Petty Officer 3rd Class Andrew Ryan Smith



U.S. Sailors receive supplies on the USS Whidbey Island while in the Mediterranean Sea. Prior to going to the ship, material flows through DLA Distribution material processing centers. MPC supplies include helicopter blades, engine parts, aircraft parts, combat system parts, weapon system parts, general use supplies, hazardous material and medical material.

material in the most convenient manner for Sailors, he said.

"We allow the Sailors ... to schedule their workload, and they can do that by selecting specific delivery times and dates," Bailey said.

Material flowing through the MPCs includes helicopter blades, engine parts, aircraft parts, combat system parts, weapon system parts, general use supplies, hazardous material and medical material. MPCs deal with all DLA supply chains except for subsistence and fuel, Bailey said.

"We process a lot of transactions," he said. "[We processed] \$1.4 million worth of transactions last year."

Prior to DLA taking on the duty of sorting and staging material, shipments were delivered directly to ships, and Sailors broke them down.

"Then the Navy said they wanted to come up with a smarter way of doing it, move that work off the ship and provide a more streamlined and customized sort," Olenick said.

Navy Petty Officer 1st Class Martin Cuaron



In 2001, the Navy was running its own form of the processing center, and DLA Distribution used that system when it first took on the mission, he said.

"Then we ... expanded the functionality into the Distribution Standard System in 2007," he said.

DSS is the information technology backbone for DLA Distribution. It is an automated information system that manages all functional business processes of DLA's warehouse operations: receiving, storage, consolidation, packing, shipping, inventory, inspection and workload management. Adding MPC functionality to the system improved processing and operational efficiencies, Olenick said.

Once key data elements — such as the supplementary address, transportation priority, project code, document number series and coded special requirements — were added to DSS, it allowed for sorting

to be systematically performed by identifying requirements based on a customer's request, he said.

"It provides customized 'sorts' for the ships so [Sailors] can take the material right to the specific location onboard," he said.

Once material has been processed through an MPC, a material manifest and receipt-in-process file of the items on the manifest can be provided to ships that request them.

"We've reduced the receipt processing time by giving them electronic files, which will allow the Sailors to upload this material into their database and process 1,000 receipts in a matter of minutes," Bailey said. "If they had to do it manually it'd take a significant amount of time."

Navy personnel use the RIP file to upload each document to process the receipt, which reduces the manual effort, improving material processing and allowing Sailors to take charge of the material sooner.

MPCs allow Sailors to not have to be onshore processing and sorting material coming off trucks, Bailey said.

"If you had that happening, no work would get done, because they would be on the pier all day receiving trucks," he said. ★

Material is stacked on pallets in the DLA Distribution material processing center in Norfolk, Va. MPCs located across the globe sort and stage material destined for Navy ships.

Navy Lt. Eric Musial



Customer Satisfaction

Story by Jonathan Stack

Defense Logistics Agency employees have a tool that will help put customer relationships at the forefront of the agency's efforts.

Since 2007, the Customer Relationship Management Program has supported DLA's customer engagement activities, using a database to improve information sharing enterprise-wide, which improves stewardship and increases the efficacy of support to warfighters.

For example, a team of forward logistics specialists who meet and work directly with customer organizations in DLA Pacific's area of responsibility use the database to keep the rest of the agency aware of opportunities there.

"Their focus has been to identify

the opportunities resulting from this customer interaction and record these opportunities in CRM," said Stephen DiRico, DLA Troop Support Pacific, Hawaii Area Office deputy chief.

The information is useful in determining which programs can be used and applied to similar organizations with similar missions, he said. DLA personnel who interact with customers use the four CRM process areas: customer outreach, opportunity management, account management and service management.

"Customer outreach is DLA's process for marketing and outreach efforts to ensure investments are prudent by prioritizing the events that DLA attends," then DLA Strategic Plans and Policy Director Jeff Curtis wrote in a

memorandum about the program. "It appropriately coordinates resources and tracks outcomes to better focus the agency's future efforts."

The first process documents customer interactions, such as speaking engagements, trade shows and seminars, across the agency, said Michael Singer, a DLA management analyst.

"Once you engage customers, you have a potential lead that can be developed," he said. "Leads are entered into the tool and then processed over to subject matter expert cells through a process we call opportunity management."

In opportunity management, those cells evaluate the lead and determine if the agency should pursue further interaction, he said.

DLA Customer Survey

Extremely

Very

Moderately

Slightly



"The opportunity management process provides the framework for gathering information and tracking activities around encouraging a customer to do business with DLA, as well as tracking activities after a customer has decided to do business with DLA," Curtis said.

This process can be generated from a lead obtained through a customer engagement activity or created directly as an opportunity from an immediate sales interaction, he said.

"Opportunity management is a key functional area allowing you to organize your sales processes from the initial sales lead to the close of the sale," DiRico said. "It can help you keep your sales team on track by giving it a defined sales process and access to important sales-related information."

The third process, account management, documents and tracks customer needs, stakeholders and supporting initiatives.

"The account management process consists of gathering and consolidating customer information, creating an account plan, executing the plan, and measuring and [communicating] results," Curtis said.

Throughout the account management process, the success of an account-focused approach hinges on customer input generated from CRM processes across the agency, he said.

Service management captures, tracks and responds to customer inquiries.

"The service management process involves lifecycle documentation of customer interactions from initial contact through to final resolution," Curtis said. "This process provides a consistent approach in addressing customer requirement-driving efficiencies and quality control in customer service."

Customers with issues or new

requests can call the Customer Interaction Center in Battle Creek, Mich., which is staffed every day, Singer said.

"We average, across the enterprise, 39,000 customer contacts a month, and the CIC handles 92 percent of those," he said.

The CIC documents all incoming customer contacts. Its goal is to provide customers with the most accurate information quickly during their first interactions, Curtis said.

"The use of all four areas across the agency enables larger-scale documentation of customer requirements and issues," he said.

Curtis said this provides shared data enterprise-wide, enabling more analysis and a better understanding of customer needs.

"This deeper understanding will aid in the development of more refined and more unified strategies to meet customer priorities and expectations," he said. ☐

Money Matters

Improving Oversight

Story by Sara Moore

Internal reviews and audits are tools that businesses of all sizes use to help avoid financial risk, increase efficiency and improve operations. As it processes thousands of contract actions each day and serves military members around the world, the Defense Logistics Agency is taking steps to improve its accountability and oversight functions to ensure good stewardship of taxpayer resources.

"If we do a little self-reflection, it's going to save us in the long run, not only with potential fraud, waste and abuse, but [it will] also [help us] to be more efficient with our resources."

— Simone Reba

DLA Director Navy Vice Adm. Alan Thompson announced this spring the establishment of the DLA Office of the Inspector General, which will unify and focus audit and investigative oversight functions throughout the agency.

The standup of the DLA IG comes in response to a peer review by the Defense Department Office of the Inspector General that found DLA's previous audit structure to be too decentralized and not conducive to the enterprise approach the agency promotes.

"Based on my first assessment, I realize that we as an agency weren't necessarily collecting all the risks that we identified through our different reviews and putting them

together in some sort of cohesive fashion so that the enterprise senior leaders are deciding what areas are the most risky," said Simone Reba, deputy director of DLA Finance, who is serving as the interim inspector general.

To correct this problem, Reba said, the agency is consolidating all enterprise-level audits under the DLA IG and keeping local management reviews under the internal review offices at each field activity. Previously, the DLA Accountability Office served as the agency's oversight organization. It had no formal oversight or control over local internal



Defense Logistics Agency Inspector General Office

review offices, but asked them to work on enterprise-level audits as well as local issues. This led to some confusion and problems with the auditing process.

“Having the DLA IG stood up establishes a single entity to quickly get in place the enterprise policies and procedures and audit formats required to pass the Defense Department Inspector General peer review,” said Fred Baillie, DLA chief of staff. “It also retains the capability for the local commanders to have internal review offices to do things that are important and key to the local commander but that do not necessarily require the scope and depth of a formal audit.”

The first actions of the DLA IG were to separate and consolidate the employees who perform enterprise-level audits and those who perform internal reviews, Reba said. Once that was accomplished, the DLA IG was able to ensure centralized training, policies and execution of audits and then put policies in place to correct

the deficiencies found by the DoD IG.

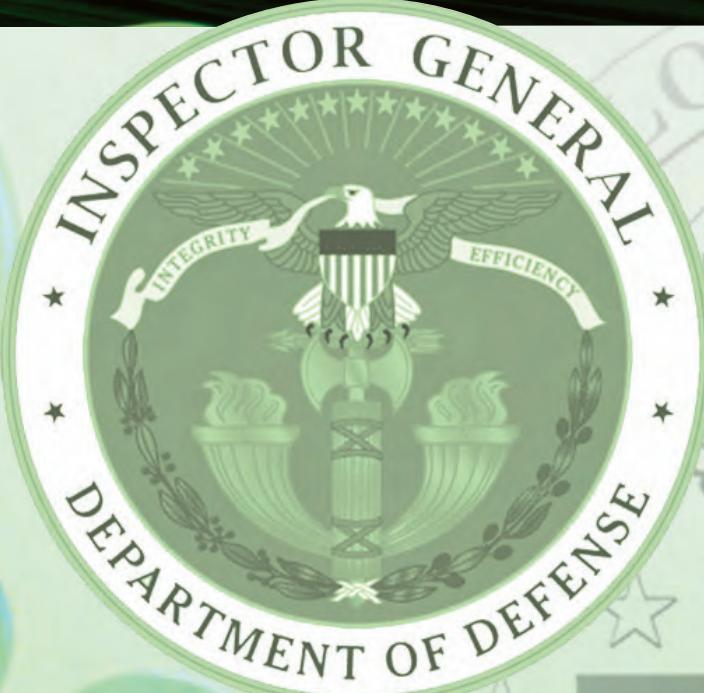
To help inform the DLA IG of possible problem areas that may need review, the agency will use the enterprise risk management process. This process assesses findings from management reviews, audits and external factors to identify areas with the highest levels of risk, Reba said. It will be used for local internal reviews as well as IG audits, she said.

“This ERM process should really help us figure out what is the most important thing to work on, so that way we can make sure we’re getting the biggest bang for our buck, not only for audits but for all of our self assessments,” she said.

The initial short-term goal of the

DLA IG was to take the corrective actions needed to ensure a clean follow-up peer review by the DoD IG office, Reba said. But having a centralized oversight organization will reap many benefits for the agency, she added. Taking a hard look at areas of potential risk and putting actions in place to prevent that risk will help the agency avoid money-draining problems like fraud.

“If we do a little self-reflection, it’s going to save us in the long run, not only with potential fraud, waste and abuse, but [it will] also [help us] to be more efficient with our resources by doing it right up front instead of having to do a lot of correction on the back end when someone else tells us we have a problem,” Reba said. ♦



WE ARE DLA AVIATION

By Cathy Hopkins

Since the Base Realignment and Closure 2005 legislation was passed, Defense Logistics Agency Aviation's work force has increased by more than 1,400 civilian and military personnel in 19 locations. Many of these team members work alongside warfighters to provide weapon systems management, industrial retail supply, and strategic acquisition support.

DLA Aviation employees support more than 1,300 major weapon systems and manage 1.3 million aviation repair parts and operating supply items.

The We Are DLA campaign went a long way in helping DLA Aviation

employees who transferred from jobs with the military services understand the broad scope of the agency's operations. DLA Aviation officials are now working to expand the organization's relationships with other DLA activities. For example, DLA Aviation's Industrial Plant Equipment Division has joined forces with DLA Document Services in Norfolk, Va., to improve access to equipment manuals.

DLA Document Services is scanning and converting more than 76,500 pages and 192 industrial equipment drawings into an electronic document management system, said Keith Beebe, director of corporate communications for DLA Document Services.

"Instead of having to work with hard copies, the project will allow DLA Aviation IPE to have quicker access to their documents, including search capability, improving their workload processes," he said.

DLA Document Services is also working with DLA Aviation in Oklahoma City to

Navy Petty Officer 2nd Class Dustan Holloway inspects radio frequency cables on an EA-18G Growler aircraft. DLA Aviation ensures parts for aircraft across the services are readily available.

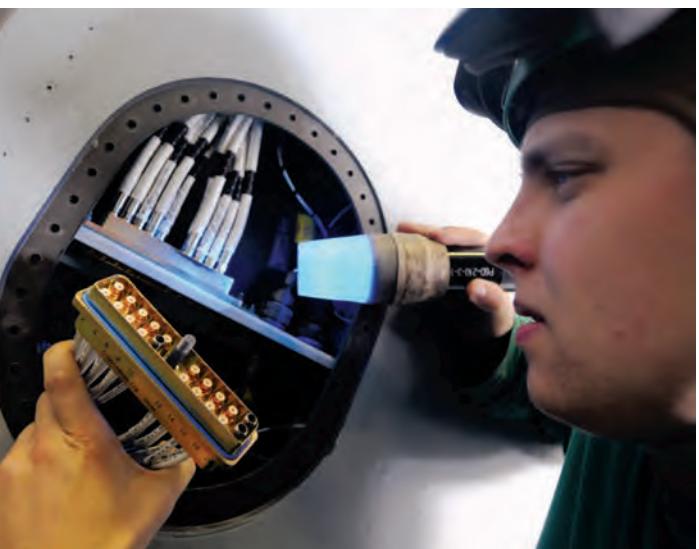
digitalize documents related to parts processing and receipt, said Air Force Col. Richard Schwing, DLA Aviation commander in Oklahoma City. Currently more than 400,000 forms are generated yearly.

"Digitalizing forms to allow for electronic online searches will significantly improve logistics efficiency and performance and save storage space across 23 DLA Aviation shop services centers at Oklahoma alone," Schwing said. "DLA Aviation is currently evaluating the proposal and determining the potential scope of implementation."

Reducing its warehouse footprint and storing materials where warfighters need them are two of the ways DLA Aviation is working with other DLA activities to reduce costs, he said.

In 2009, DLA Distribution worked with DLA Aviation in Oklahoma to move the F-110 engine kit building process from Corpus Christi, Texas, to Tinker Air Force Base, Okla. Tinker is the depot source of repair for these engines.

Bill Lederer, a DLA Aviation logistics management specialist in Oklahoma, worked closely with officials from DLA Distribution Oklahoma City and the Air Force's F-110 Engine Program Management Office.



Navy Seaman Apprentice Brian Read Castillo



"My thoughts were if the kits are being managed and used at Tinker, they should be built here," he said. "Regardless of where the kits are built, the cost to build is the same, but by moving the point of build, we get better asset visibility and cut customer transportation costs."

Terry Phillips, the kitting production controller at DLA Distribution Oklahoma, agreed with Lederer. He said the move was in line with DLA Director Vice Adm. Alan Thompson's three focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.

DLA Aviation continually looks at its processes and methods to improve performance. One way it does that is by sharing knowledge and joining forces with other experts.

DLA Aviation works with the DLA Office of Operations Research and Resource Analysis to customize critical

decision support analysis that assists in decision making and developing concepts and models used in analyzing DLA Aviation's needs, said Jean Parrish, DORRA's chief of logistics business process reengineering.

DORRA developed an enterprise cost model called the Vendor Stock Retention Model that assists DLA Aviation in comparing government or private sector stocking and delivery of materials to determine the financial impact on supply chain performance, she said.

"DLA Aviation relies on DORRA's analytic expertise in developing material acquisition business case analyses to assess risk, cost and performance for new sourcing strategies, contract renewals and option year approvals," Parrish said.

DORRA analysts also provide DLA Aviation with metrics and data analysis support. Recently, DORRA built models

Navy Seaman Gladys J. Domingo assembles a front tire for an aircraft tow tractor. DLA Aviation's cooperation with the agency's other primary-level field activities ensures parts get to warfighters as quickly as possible.

identifying the dependent relationship of DLA Aviation metrics to simulate notional scenarios identifying the impact one metric's change could have on another, she said.

To improve DLA Aviation sales and operations planning, DLA Aviation employees, along with contractors from Accenture, developed an S&OP metrics tracker tool, said Kent Ennis, DLA Aviation's S&OP division chief.

"Knowledge and use of the tool is being shared across the enterprise," Ennis said. "We are working with DORRA to assess the tool, which requires several days to run each month, and manual file distribution. DORRA is looking to identify

We are DLA

alternative data streams and processes to improve monthly execution of the tool and the possibility of converting the tool to a Web-accessible database.”

DLA Aviation has also teamed with DORRA on a business case analysis using an advanced-release concept to reduce production lead time for a supplier, Parrish said.

“The concept determines the amount of investment required if there is a request to have a supplier produce items early to meet demand dates at specific performance levels,” he explained. “This kind of analysis may help in financial management to determine if the requirement is affordable before decisions are made.”

The concept has been used in the past by the Air Force for procurement of depot-level reparables, said Paul Wind, DLA Aviation’s Strategic Acquisition Directorate’s sourcing strategy branch chief.

“We’re considering its potential inclusion in follow-up joint opportunity contracts as existing corporate contracts expire,” he added.

“DORRA’s efforts help DLA Aviation identify alternatives,” said Jesse Wilkinson, chief of DORRA’s Technical Support Team. “We present the pros and

A Navy Sailor studies an area map to prepare for a vertical replenishment of a ship in the Pacific Ocean. DLA Aviation manages geospatial intelligence products, which include maps, charts and publications.

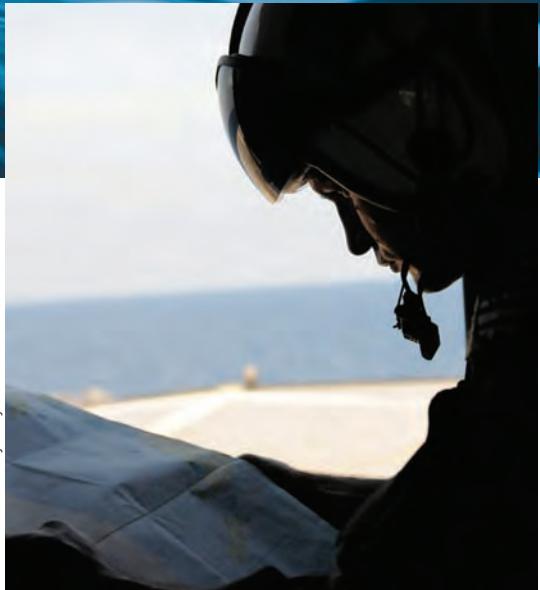
cons so that decision makers are better able to make informed business choices.”

One of the least-known groups of commodities managed by DLA is geospatial intelligence products, which include maps, charts and publications, said Kevin Bettis, Mapping Customer Operations deputy division chief.

“DLA Aviation’s Mapping Customer Operations Division has a uniquely symbiotic relationship with DLA Distribution Mapping and DLA Logistics Information Service, he said. “These organizations coordinate daily to accomplish the mapping mission for military services worldwide and played a major role in humanitarian relief efforts in Japan, Haiti and Indonesia.”

DLA Aviation is responsible for supply chain management of 85,000 mapping products and 6,600 customers in the armed services, other federal agencies and NATO. DLA Distribution Mapping is responsible for distribution

Navy Petty Officer 2nd Class Josh Huebner



and manages nine map support offices that provide over-the-counter support to warfighters around the world. The DLA Logistics Information Service assigns the national stock numbers and produces the electronic catalogs.

The three activities demonstrated the critical collaboration between them during a recent joint exercise, Bettis said.

“U.S. Central Command wanted to test how quickly National Geospatial Intelligence Agency and DLA could produce brand new hard-copy maps and deliver them to deployed warfighters,” he said. “DLA was able to get the maps to CENTCOM’s area of responsibility within 30 days from the time the exercise started with a request for new maps to warfighter receipt of maps.”

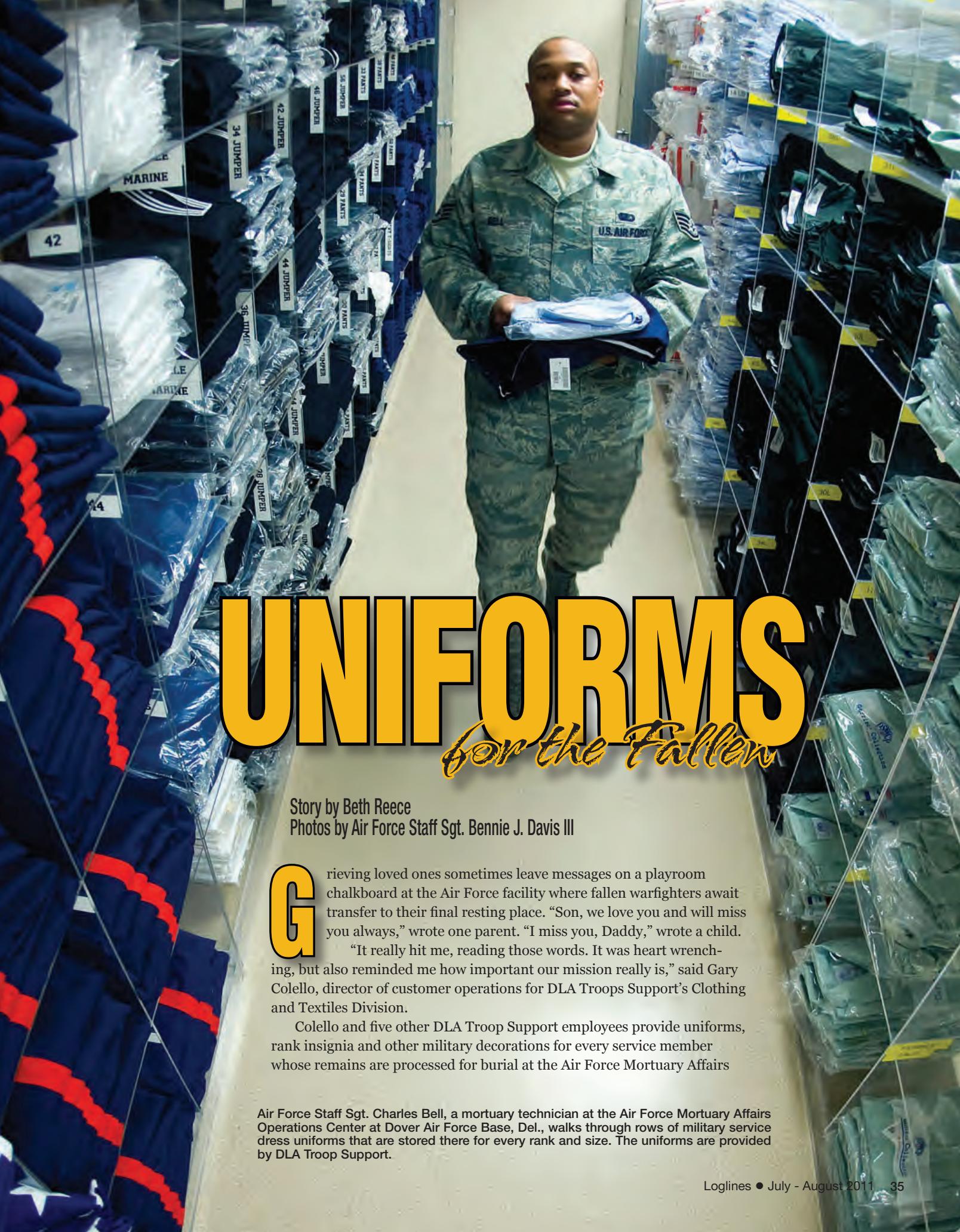
Bettis said the required actions engaged all DLA activities in the supply chain, from initial requirement to assignment of national stock numbers, product creation, printing and distribution.

“Both NGA and DLA received accolades from CENTCOM for the timelines and the efficiency in which the maps were produced and delivered,” he said. ⋆

A Soldier checks the oil in a UH-60 Black Hawk helicopter. DLA Aviation supports more than 1,300 major systems and manages 1.3 million aviation repair parts and supply items.



Army Staff Sgt. Daniel Shapiro



UNIFORMS

for the Fallen

Story by Beth Reece

Photos by Air Force Staff Sgt. Bennie J. Davis III

Grieving loved ones sometimes leave messages on a playroom chalkboard at the Air Force facility where fallen warfighters await transfer to their final resting place. "Son, we love you and will miss you always," wrote one parent. "I miss you, Daddy," wrote a child.

"It really hit me, reading those words. It was heart wrenching, but also reminded me how important our mission really is," said Gary Colello, director of customer operations for DLA Troops Support's Clothing and Textiles Division.

Colello and five other DLA Troop Support employees provide uniforms, rank insignia and other military decorations for every service member whose remains are processed for burial at the Air Force Mortuary Affairs

Air Force Staff Sgt. Charles Bell, a mortuary technician at the Air Force Mortuary Affairs Operations Center at Dover Air Force Base, Del., walks through rows of military service dress uniforms that are stored there for every rank and size. The uniforms are provided by DLA Troop Support.



Operations Center at Dover Air Force Base, Del. The facility is the only Defense Department mortuary that conducts dignified transfers of fallen service members.

Soon after remains arrive at Dover, mortuary technicians measure the body for the dress uniform the service member will be buried in. Jamarys Diaz, a customer account specialist at DLA Troop Support, ensures Dover has at least one dozen dress uniforms for men and half a dozen for women in the most used sizes for each service branch on hand.

"In terms of coats, they tend to keep regular sizes and do in-house alterations when needed. But we stock enough sizes here that we can easily meet the request for uniforms outside of that range," Diaz said, adding that DLA Troop Support usually requires 24 hours to a few days to

Army Spc. Xavier Gonzalez snips a thread off a uniform shirt at the uniform shop of the Air Force Mortuary Affairs Operations Center. Gonzalez prepares uniforms for fallen Soldiers' remains.

Army Spc. Noel Rivera, a mortuary affairs specialist, inventories U.S. Army unit badges from a wall of military uniform items DLA Troop Support keeps fully stocked with every U.S. Air Force, Army, Marine, Navy and Coast Guard badge, patch, ribbon or decoration.





DLA Troop Support and mortuary affairs specialists at the Air Force Mortuary Affairs Operations Center work closely to ensure dress uniforms for fallen service members are impeccable and include all the military decorations an individual is entitled to.

turn around special uniform requests.

Diaz received such a request in March, when Army Staff Sgt. Miguel Deynes called asking for Army green trousers in sizes 48, 50 and 52. Unique sizes like these are sometimes needed to fit on a deceased service member's body, which can be swollen or disfigured, she said.

To accommodate the urgency, Diaz alerted pattern makers before the electronic order arrived and contacted the vendor to see if the company could meet the deadline. When the order arrived, she hand carried it down the hall to pattern makers and the buyer. The patterns were ready to be delivered to the vendor for manufacturing that day.

"When we have a request like that, it's a heck of an effort on our vendors' part, too. It costs money for them to hold down production lines, and yet they produce whatever we need in the small window of opportunity," Colello said.

Providing the right size is important because mortuary affairs specialists will spend hours doing minor alterations, sewing on patches, clipping loose strings and pressing the uniform, he added.

"If the fallen Soldier is 6 feet tall and weighs 170 pounds, it would look out of proportion to use a coat that fits someone much larger," he said. "However

"We consider the DLA staff part of our team for the dedication and high level of importance they place on our requirements."

— Army Sgt. 1st Class Jimmy Toro

that Soldier, Sailor, Airman or Marine looks in that uniform, their families will remember them that way for the rest of their lives."

Dover officials check with the military's National Personnel Records Center to determine what awards fallen service members are entitled to, then follow up with unit leaders to see if there were any posthumous promotions or battlefield awards not included.

"We want to make sure that if an individual has earned a Purple Heart or Bronze Star, it gets put on their uniform," Colello said. "The staff at Dover depends on us to supply these decorations."

The five DLA employees who handle the Dover mortuary affairs account visited the facility in March to strengthen their rapport with the staff and check the effectiveness of their support.

"I visited the facility two years ago as an intern, but this second trip made a world of difference in how I view my job," Diaz said. "Seeing the level of detail they take makes me want to continue providing them with the best service I can."

The visit led to subsequent help from DLA's master tailors as the Dover staff determined new equipment needs for in-house tailoring.

"We're very fortunate that we have master tailors who've been around for a very long time designing military clothing, so we sent two of them down to help figure out the staff's needs and see what type of machinery would be the best fit for them," Colello said.

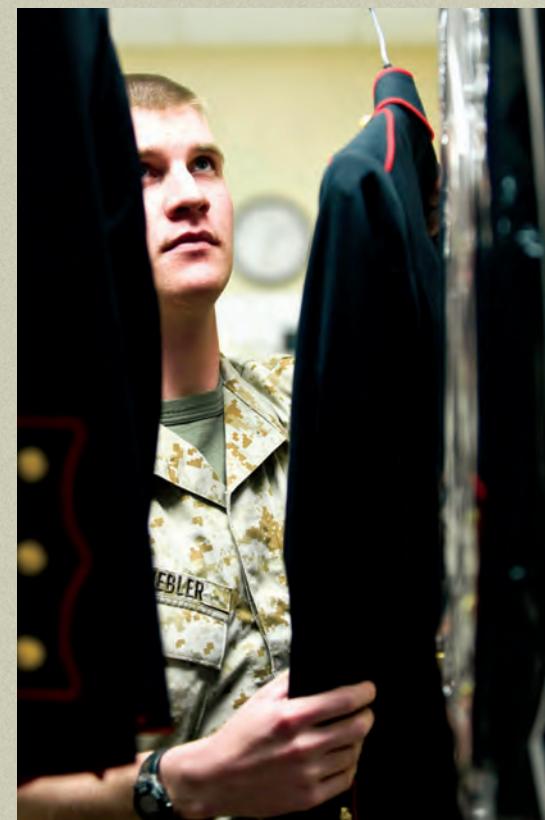
Colello's team and Dover officials share mutual respect and admiration for the work they do to honor fallen service members. Army Sgt. 1st Class Jimmy Toro, noncommissioned officer in charge of Dover's uniform section, said in a recent letter to DLA Troop Support that

the agency's help makes it possible for his team to prepare flawless uniforms for fallen comrades.

"Thanks for being there for us and for making our job a lot easier," he wrote. "We consider the DLA staff part of our team for the dedication and high level of importance they place on our requirements."

Colello said that letter illustrates the importance of his team's task. "That's our job," he said. "We'll do everything we can to help honor any service member who gives the ultimate sacrifice for their country." ♦

Marine Lance Cpl. Adam Knebler, Marine liaison for the uniforms section, hangs Marine service dress uniforms into inventory. DLA Troop Support ensures the Dover Air Force Base, Del., mortuary facility has at least one dozen dress uniforms for men and half a dozen for women in the most-used sizes for each service branch.





I AM

DLA

My name is:
Navy Chief Petty officer Robert A. "Chip" Tunstall III

I am:
The detachment commander for DLA Disposition Services at
Camp Leatherneck, Afghanistan.

Describe your job in a sentence:

I oversee and manage an expeditionary disposal remediation team, which removes battle-damaged equipment from the battlefield in support of Marine Corps and Army units.

How long have you worked for DLA?

Since January 2011. I am a mobilized reservist.

What is your favorite thing about working for DLA?

It's an exciting organization that meets the needs of our
warfighters.

What is your best memory of working for DLA?

Being able to support warfighters by helping them
remove scrap and battle-damaged military hardware from
the warfront, thereby reducing the need for convoys to
accomplish that same task.

How do you make a difference to warfighters?

By supporting them with the help of local national con-
tractors, we reduce the need for convoys to remove those
items, which lets them concentrate on taking the fight to the
enemy.

Robert A. Tunstall III

